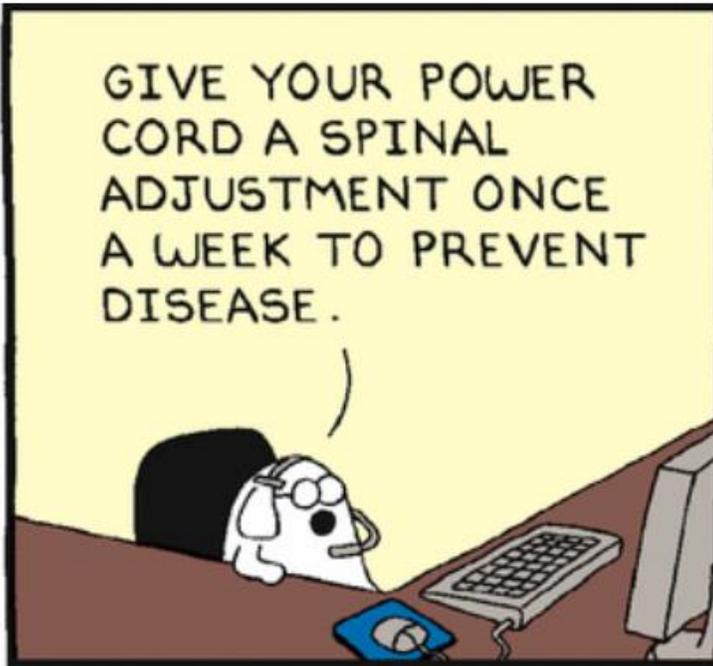
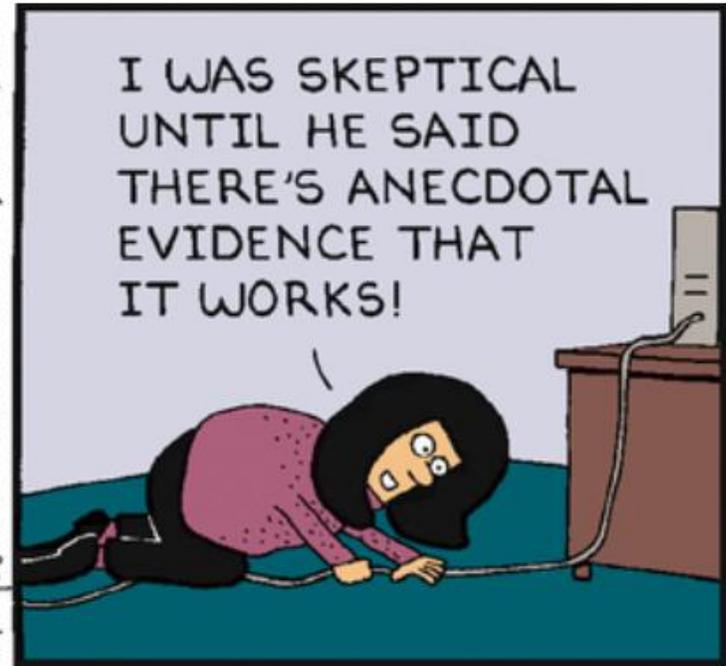




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Performance Management Academy

Day 2: Deciding What Evidence is Needed

October 19, 2021



Today's Agenda

Agenda Items

Basics of Evidence

Theory of Change

Principles of Implementing & Managing Change

The Generalizability Framework



What is Evidence?

What resources would you like a physician to draw upon in deciding how to treat you?

- Professional judgement and past experience
- Results from a high-quality clinical trial
- What they have heard from colleagues
- Cultural considerations
- Critical review of all available literature





Discussion Summary

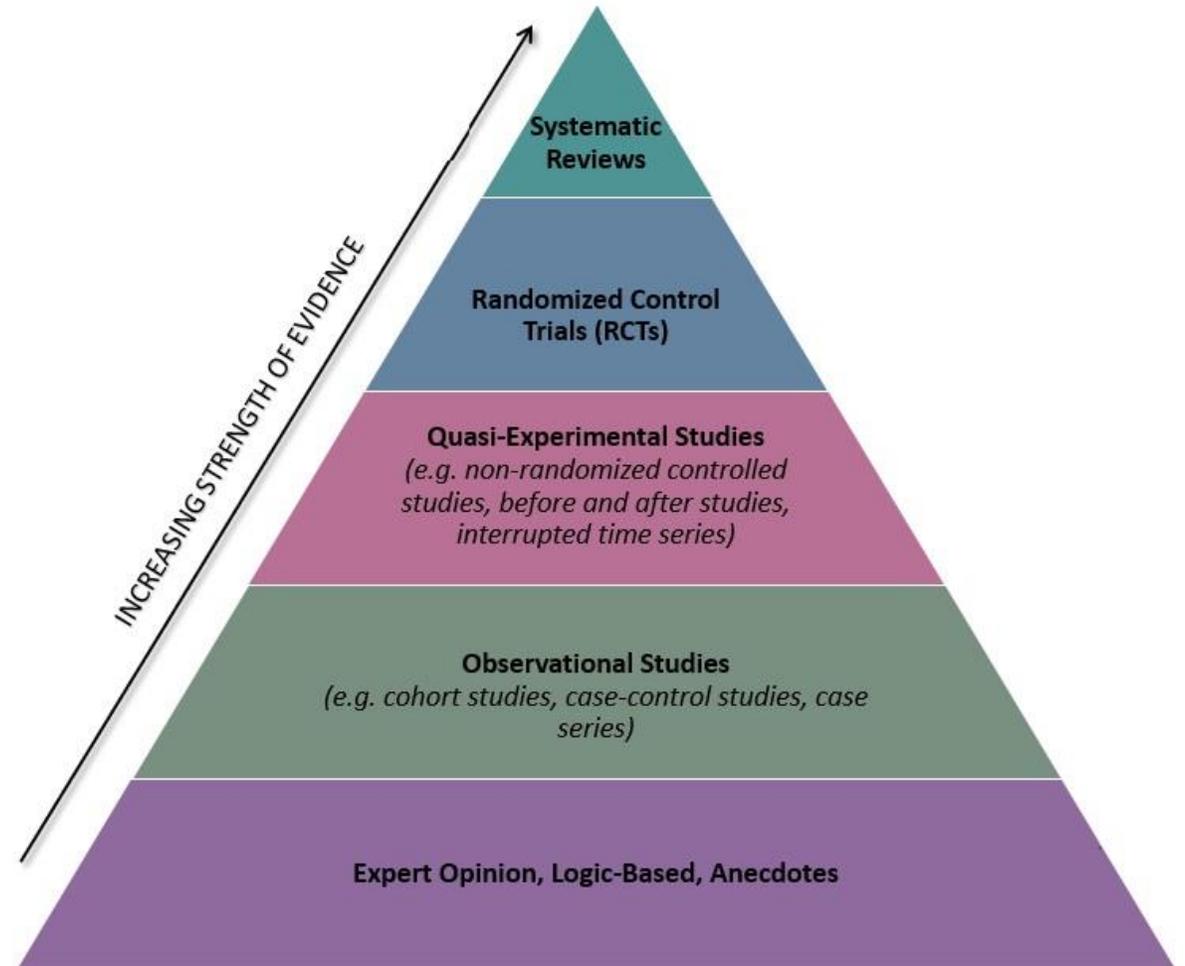
- Evidence: something that supports or challenges a claim, theory or argument
- Various types, e.g.
 - **Randomized Controlled Trial (RCT):** 'the gold standard', attempts to address all potential biases to test an intervention, drug, etc.
 - **Systematic review:** a review of multiple comparable studies / RCTs ('**meta analysis**' if combines quantitative data). Often used to compare effectiveness of different interventions
 - **Respected authorities' / expert opinions / reports,** ideally via a consensus panel based on scientific evidence (beware risks of misrepresentation by those using / reporting on these reports)
 - **Literature reviews, program evaluations** or other **non-peer reviewed studies, 'grey literature'** - need to be aware of biases and other limitations.
 - **Anecdotal evidence:** a factual claim relying only on personal observation, collected in a casual or non-systematic manner. Limited value – may invite further study, but shouldn't be relied on. Risks - cherry-picking, unrepresentative sample, cognitive bias (the 'person who' fallacy).



Evaluating the Strength of Evidence

Key Terms

- **Process Evaluation** – implemented as intended?
- **Outcomes Evaluation** – program effects
- **Impact Evaluation** – effective in meeting ultimate goals?
- **Cost-Effectiveness** – are costs incurred lower than an alternative approach?
- **Cost-Benefit Analysis**
- **Quantitative vs Qualitative Analysis**
- **Correlation vs Causation**



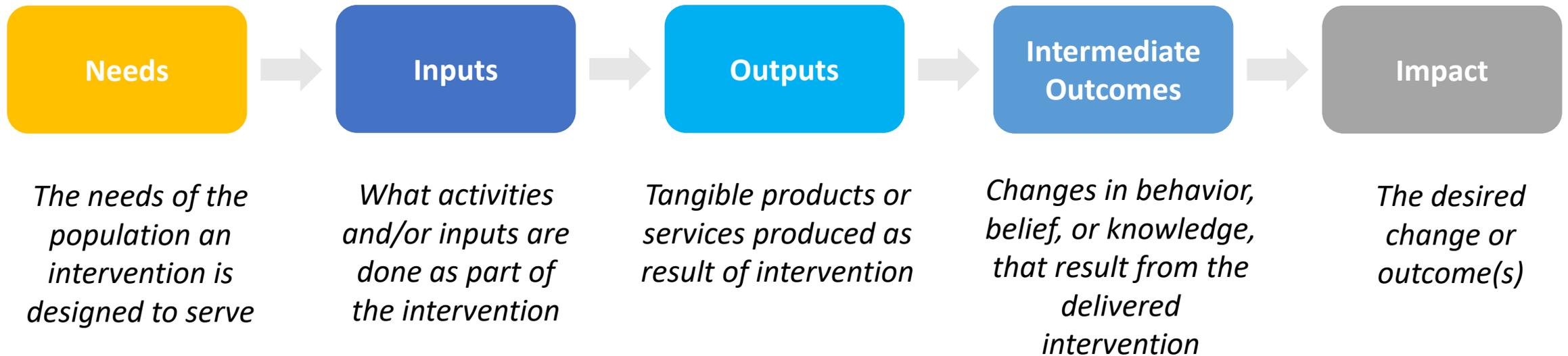
Theory of Change



What is a theory of change?

A theory of change is a comprehensive description of how and why desired change is expected to happen in a particular context

Simply put, it is a road-map for your program



Underlying Assumptions



Causal Hypothesis

- Answers the question: How do I expect results to be achieved?
- **If** [inputs] and [activities] **produce** [outputs], this should lead to [outcomes] which will ultimately **contribute to** [goal].
- Maps the expected causal pathway between the Inputs with desired outcomes, assumptions, and implementation risks.

QUESTIONS?